

THE DIRECTOR OF
CENTRAL INTELLIGENCE

28 Dec 88

National Intelligence Council

Bob,

I think this plan takes us about as far as any plan and planning drill of this sort can right now. A considerable effort in the "problem oriented" part was made to get ourselves planning in terms of tasks not publications ... on the principle that we are not Bandwagons! To move much beyond where we are now we really need a) an input from the new Administration and b) some experience with its mode of operation. Phil

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The Director of Central Intelligence

Washington, D.C. 20505

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National Intelligence Council

NIC #03475-88
23 December 1988

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Fritz W. Ermarth
Chairman

SUBJECT: Revised National Intelligence Council Production Plan

1. In reviewing our Production Plan you noted that it was pedestrian, overfocused on single country estimates and short on international economics, debt and energy topics. You also noted that we had scheduled too many projects and needed to reduce the length of all but military estimates. We have made adjustments to take account of your comments and attached our revised Production Plan (Tab C).

2. As you probably noticed, a brief statement of short-term issues, long-term issues and strategies precedes each NIO's production list. This is our version of problem-oriented planning, an attempt to identify estimative issues without locking in a particular piece of paper. We should have explained this in our transmittal memo. We also erred in excluding an explanation after each entry on the Production Plan, leading you and other reviewers to miss the economic content of a number of political estimates. To remedy this we have added a sentence or two after each entry. Finally, we have made some gains in reducing the length of estimates, but can still do better. For the record, in 1988 the average length of non-military estimates was less than 20 pages. This is a big improvement over 1987. We have been waging war over this issue in the NIC and will use your recommendation as reinforcement for next year.

3. In response to your principal comment we have added a number of crosscutting international economic estimates as well as crosscutting political and military estimates. At TAB A is a separate list of all the items we have added in response to your comments. At TAB B is a list of all estimates previously listed and newly added that address broad economic questions. Twenty percent of the total number of estimates which are not on the NIO/Economics schedule have a significant economic content.

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4. We agree the Production Plan is too long, even though we have cut it fairly drastically. Past Plans have also been too long. But past production, at least in 1987 and 1988, was about right, reinforcing the point that the Production Plan is a guide, not a sure sign, that a particular estimate will ever be produced. In 1988 we actually published between half and two-thirds of the estimates listed. New titles were added along the way as events unfolded. We anticipate the same sequence in 1989. Thus, although the list is a little long, we do not expect to produce every item on it.

5. Regarding your specific comments:

-- NIO/AF: You asked about economic issues and what African countries want from the United States.

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-- NIO/CN: You asked for a longer list.

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-- NIO/CT: You asked about trends in state-supported terrorism. We added that issue to the long-term list.

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-- NIO/EA: You asked about Chinese internal developments and economic questions concerning the Pacific Rim.

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-- NIO/ECON: You asked for more coverage, including broad think pieces.

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-- NIO/EUR: You said that our list was light on economic issues.

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-- NIO/LA: You asked why [redacted] was not included on the list.

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- NIO/NESA: You raised the issues of arms suppliers, levels of economic assistance and importance of the United States.

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- NIO/S&T: You asked for additional work on civil technologies and competitiveness. We added an NIE on Key Technologies for the 1990s: Who is Ahead?

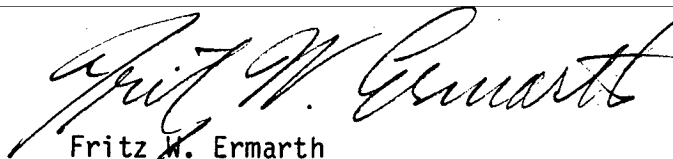
- NIO/SP: You asked about force structures and changes in arms control doctrine.

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- NIO/Warning: You asked about unilateral Soviet force reductions and arms control. We added new issue ticks on Warsaw Pact arms control initiatives and other subjects.

- We have dropped the following:

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Fritz W. Ermarth

Attachment: As Stated

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